

Access Services Innovative Management in the Changing Era

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Innovative Management for Access Services in the Changing Era

-  **Changes in public services**
-  **How change affects Access Services**
-  **Innovative management for change:
what's working**
-  **Challenges**

University of the Incarnate Word



Changes in Public Services

Causes?

- ▶ Space
- ▶ Customer-centered services
- ▶ **Technology:** e.g. [mobile devices](#), social media networks...
- ▶ Administrative decisions
- ▶ Bottom-up innovative ideas



A photograph of the University of the Incarnate Word Library building, a modern structure with large glass windows and brick pillars, surrounded by lush green trees.

How Changes affect Access Services

University of the Incarnate Word Library

► No longer a service entity by itself:

AS is driven by other services and/or drive other services to change

Interconnected with research services, reference desk services, instruction, and orientation,....

► Change is vast, constant,...

How Change affects Access Services

Establishing interconnectivity:



- ▶ **Retreat**
- ▶ **Communication:** e.g. joint meetings
- ▶ **Collaborative projects**
- ▶ **Managers' roles**
 - ▶ Assessing needs
 - ▶ Projecting trends
 - ▶ Informing and training staff (equipment, tools)
 - ▶ Communicating with Administration
 - ▶ Setting expectations
 - ▶ Updating staff as things change
 - ▶ Presenting results after service is in place



Innovative Management for Change: Make it work

► Know when to **lead** and
when to **manage**:

- Leading
- Managing





Innovative Management for Change: What's Working

► Clarify the direction:

Staff need to know:

- Strategic initiatives of the University
 - Library's strategic goals
- Where change may lead
- What Administrators expect
- What students expect

► Identify barriers:

- Not **who** is resisting change, but **why** they are resisting
- Understand the weaknesses and strengths of each person –
 - new responsibilities?
 - maintain current responsibilities?

Challenges – Personnel Management

▶ “That’s not what I was hired to do”

- ▶ HR support, financial support, top-down support, effective communication, training/learning

▶ Think outside of the box:

▶ Personnel

- ▶ Repurposing staff/cross-training/ new position responsibilities (not job descriptions) to allow for continued change
- ▶ Longevity?
 - ▶ Seniority? Not age or years of service, but years of exposure to a service or technology
- ▶ New positions, filling vacant positions – include new responsibilities for vacant positions that will provide new and needed skill sets in that area



Innovative Management for Change: Challenges

- ▶ **Space**
- ▶ **Relocate staff**
- ▶ **Reward, compensation...**
- ▶ **Generation differences**
- ▶ **Advanced computer skills**



Steps to Successful Change – recap

- Establish solid working relationships with other managers
- Establish relationships between departments
- Introduce change gradually
 - In forum with AS
 - In forum with all Public Services
- Based on feedback, begin to determine “who” & “what”

Also remember to...

- Draft documents if there will be changes in job responsibilities
- Work with Library Administrators & HR to determine impact of new responsibilities
 - Change in job grade
 - Compensation
- New position?
 - Internal (keep detailed records on internal candidate selection in case the decision is challenged)
 - Post position


Evaluation and Support

- Develop program/service evaluation
- Develop employee's new role assessment/evaluation
 - Provide on-going mentoring throughout the first year.
 - First evaluation is more of a coaching tool rather than a critical assessment of performance.

Remember to implement change incrementally, establishing milestones that can be achieved.

Professional development locally and through conference travel is encouraged.

Innovative Management for Access Services in the Changing Era Part II



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UT San Antonio Library Lobby

Change In Access Services

- ❖ Many services to many customers, onsite and online
- ❖ One- stop seamless services
- ❖ Customer-centered service
- ❖ Embedded services



Front Desk, UTSA Library



Innovative Management

UTSA Student Center

Involves:

- 1. Ideas**
- 2. Technology**
- 3. People**



Effective Communication for Innovative Management

I. Communication tools

II. Why statistics

III. How to use statistics for

- **Service management**

- **Communication**

IV. Elements to be considered

V. Challenges



Digital Tools for Communication

Information Commons, UTSA

➤ Tools:

- LibGuides
- Intranet page
- Blackboard
- Youtube
- Blog: [AS blog](#) page

➤ One-way communication

➤ Two-way communication



Why Stats?

- **Make the right decisions**
- **Provide a real picture of service activities**
- **Help staff be more flexible and adaptive**
- **Know the changing needs of our users and make responsive changes**



Use stats for service management

Information Common, UTSA Library

- **Know your users:** user categories
- **Monitor changing needs:** service categories
- **Staffing purposes:** analyzing service activities



UTSA Engineering Library

Use stats for Communication

- **Show productivity** : overall activities
- **Demonstrate results of a decision, an idea, and an improvement:**

Labor day and extended hours, a new or improved service, new devices

Use Stats for Communication

- **Demonstrate needs:** staff needs or equipment needs
- **Create excitement:** “big jumps”
- **Milestones:** Annual and/or semester report
- **Promote Library Services:** present usage growth

Pagers



media viewing



laptops





Elements To Be Considered

Samples

Ask:

- **What's the purpose?**
- **What do these stats mean to services, staff, and the top administrators?**
- **How to collect and structure data.**

Prepare for questions and clarification

Elements To Be Considered

We need to ensure:

- ✓ **Accuracy,**
- ✓ **Consistency,**
- ✓ **Frequency, and**
- ✓ **Accountability**

Engineering building





Challenges

UTSA Bio building

- **Illustrative, yet readable**
- **Timely, yet systematic**
- **Analytic, yet explanatory**
- **Factual, yet refreshing**

A scenic view of the San Antonio River Walk. The river flows through the center, reflecting the surrounding greenery and buildings. On the left bank, there are numerous colorful umbrellas in shades of yellow, orange, green, and blue, providing shade for people walking along the path. The right bank features a stone bridge and more lush vegetation. The overall atmosphere is vibrant and inviting.

Thank you!
Gracias, Merci,
謝!

Questions ?

San Antonio River Walk, come and visit us!